

# **MONTANA STATE LIBRARY**

**STRATEGIC PLAN  
2006-2011**

Montana State Library Strategic Plan 2006-2011

**MONTANA STATE LIBRARY (MSL)**

**STRATEGIC PLAN 2006-2011**

**August 15, 2006**

**Contents**

About the Montana State Library .....	2
Vision.....	4
Mission.....	4
Values .....	5
Preferred Future .....	6
Five Agency-Wide Goals, Summary form .....	8
Five Agency-wide Goals and Strategic Initiatives	
Goal One—Content .....	9
Goal Two—Access .....	14
Goal Three—Consultation and Leadership .....	19
Goal Four—Collaboration .....	21
Goal Five—Sustainable Success.....	24
Glossary .....	27



## About the Montana State Library

The Montana State Library (MSL) is composed of programs that serve the information needs of all branches of state government, its agencies, local counterparts and individuals seeking information and materials that are not found in their local libraries. Its charge includes effecting statewide planning for library development in all communities.

The mission of MSL is to help all Montana citizens receive the information they need in order to improve and enhance their lives by:

- Fulfilling the information needs of state agency employees;
- Preserving state publications;
- Providing comprehensive information about Montana's natural resources and heritage;
- Improving public library services;
- Promoting cooperation among all Montana libraries of all types; and by
- Providing reading materials to those with visual and physical disabilities who cannot read standard print.

## Montana State Library Strategic Plan 2006-2011

MSL maintains a professionally catalogued and supported collection, brokered by highly trained information science and content specialists. The State Publications Center maintains a comprehensive collection of state agency publications safeguarding one of Montanans' most critical traditions - the public's right to know, as well providing access to information resources.

A program of MSL, the Natural Resource Information System (NRIS), provides comprehensive access to information about Montana's natural resources through the acquisition, storage and dissemination of that information in meaningful form. The Water Information System, a program of NRIS, provides a starting point for access to information relating to Montana's water resources.

The Natural Heritage Program (NHP), a program of NRIS, is the state's source for information on the status and distribution of Montana's native animals and plants, emphasizing species of concern and high quality habitats.

Montana Talking Book Library (MTBL) provides a broad range of materials to eligible Montanans who cannot read standard print. MTBL houses its own recording studio, and records a number of Montana-related publications, including books and magazines, every year.

Library Development Division (LDD) provides leadership and guidance related to library programs, services, and facilities. A professional staff plans, develops, and implements programs and administers funds for new and improved library services throughout the state, including the Montana Library Network.<sup>1</sup>

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<sup>1</sup> From <http://msl.mt.gov/about/overview.asp>

## **VISION**

MSL's information resources are supported by professional librarians, content specialists and information technology professionals. MSL efficiently and effectively provides high-quality user-centric library services and content. The Library is funded at a level commensurate to meet its mission. MSL works collaboratively, partnering with other regional, national, and international organizations.

## **MISSION**

MSL meets the information needs of Montana government agency management and staff, ensures all Montana citizens have access to information created by their government, supports the role of all Montana libraries in delivering quality library content and services to their patrons, works to strengthen local community public libraries, ensures that Montanans who are visually or physically handicapped are provided access to library resources, and measures its successes by its patrons' and partners' successes.

## VALUES

MSL believes that:

- Quality information leads to quality decisions.
- Knowledge is a critical resource for the future economic development of Montana and Montanans.
- Information produced by government should be easily accessible, widely distributed, and free to citizens.
- Montanans need and value convenient access to quality information resources.
- Responsive to patrons' needs, the State Library adds value to data and information by integrating it with other data and information.
- Citizens must be able to privately seek information without fear of scrutiny.
- Libraries play a vital role in providing Montana with access to knowledge and new information.
- Libraries are critical for the just, efficient, and effective collection, management, and distribution of quality information in a digital age, and vital in a democracy founded on the principle of an educated and inquisitive citizenry.
- Information about natural resources, the land which is central to quality of life and economy, is especially critical to Montana citizens and government.

## PREFERRED FUTURE

MSL is user-centric. Its patrons (including public agencies, libraries, businesses, organizations, and individuals) come first. MSL's success is measured against patron satisfaction and outcomes. The State Library is one library, working closely within the various programs, and with other libraries and other partners, satisfying each libraries' communities' needs.

Collaboration is the tide that raises services for all Montana libraries' patrons. MSL collaborates with other state agencies, libraries, archives, and museums; both in Montana, regionally, nationally, and at times, internationally. MSL staff communicates effectively within the Montana State Library, with Library patrons, and with other libraries and partners.

MSL supports Montana libraries' efforts to stay relevant to their communities and to improve the ability of libraries to provide quality library services.

MSL is valued by its patrons and partners, and perceived as a premier source for quality knowledge content and services. Its collections mirror and meet its communities' needs. The Library's services are timely, relevant, efficiently provided, and effective.

## Montana State Library Strategic Plan 2006-2011

The Library's staff is extraordinarily good at what it does. The Library is nimble, operating in a rapidly evolving environment and thriving on change. MSL recognizes that it is one of many sources for data, information, and knowledge resources. MSL looks outside the library world for promising technologies and practices, and selects strategies and resources based on the degree to which they support its mission.

MSL connects patrons to quality information resources and providing value-added library services—enabling the transformation of data and information into knowledge.

MSL compellingly makes its case to decision makers, so that it is funded at a level commensurate to its mission.

## FIVE AGENCY-WIDE GOALS

### **Goal One—Content**

MSL acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.

### **Goal Two—Access**

MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

### **Goal Three—Consultation and Leadership**

MSL provides consultation and leadership to enable its patrons and partners to reach their goals.

### **Goal Four—Collaboration**

MSL promotes partnerships and encourages collaboration among its partners and patrons so that their information needs can be met.

### **Goal Five— Sustainable Success**

MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.

<b>Goal One—Content—Discussion</b>	
1. MSL acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.	
1.1. Identify, acquire, catalog, and preserve Montana State agencies' publications for permanent public access.	
1.2. Acquire, catalog, and maintain information relating to the natural resources <sup>2</sup> and the geography <sup>3</sup> of Montana, for permanent public access.	
1.3. Collect library material to serve the professional development needs of Montana's librarians and public library trustees.	
1.4. Manage the Montana Talking Book Library and serve eligible patrons (with talking books, Montana recorded books, Braille books, etc.) according to federal and state mandates.	
1.5. Continue and extend Montana State Library's statewide e-content purchase programs.	
1.6. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.	
<b>Goal One—Content—Strategic Initiatives</b>	
<u>MSL Collection</u>	
a) Focus MSL's collection in three areas: Montana state publications, professional development materials for librarians, and information about the natural resources of Montana.	

<sup>2</sup> With special emphasis on water information and biological information

<sup>3</sup> "Geography" is the study of the earth's surface, and includes people's responses (economic, cultural, social, and so forth) to topography and climate and soil and vegetation.

## Montana State Library Strategic Plan 2006-2011

b) Discontinue the acquisition of ‘trade’ books, magazines, and databases.
c) Identify, acquire, catalog, and manage a professional development collection to support the needs of Montana librarians and public library trustees.
<u>Digital Collections, Statewide Content</u>
d) Create a profusion of Montana-related digital collections by giving libraries the tools to create collections, and library patrons with access to digital snapshots of their cultural heritage.
e) Continue the statewide OCLC and e-content purchase programs to cut costs and provide library materials and services to Montanans that alone, libraries would never be able to manage or afford. In addition to MSL’s statewide OCLC purchase, acquire other subject areas. Examples include MSL’s current magazine article database contract, the Library’s statewide contract for automobile repair reference center and the college search and test database, or other similar reference databases or services.
<u>State Document Depository Issues</u>
f) Increasingly migrate (as appropriate) the State Depository Library Program toward digital formats for discovery, request, and delivery.
g) Digitize, as appropriate, the current print collection of state publications to make them easier to manage and more accessible via the Library’s digital collection.
h) Make the World Wide Web the primary means by which MSL patrons and partners discover, request, and obtain information for which MSL is the primary steward. Serve this content to users at their desktop.

## Montana State Library Strategic Plan 2006-2011

<p>(MSL's print collection remains important, but there is an emphasis on discovery, request, and delivery using the Web—for both print and electronic publications and information.)</p>	
i)	State publications which are born digital are captured in a digital repository and maintained for permanent public access.
j)	Improve State publication distribution practices to increase these publications usefulness, and to reduce systemic per item management costs.
k)	Work with depository libraries to provide access to digital state publications. Implement a program to provide persistent access to digital publications.
l)	Discontinue MSL's participation in the Federal Depository Library Program. Rely instead upon the regional and nearby federal depositories to provide federal government information.
m)	Work with the federal regional depository librarian to develop a plan regarding the dispersal of MSL's federal documents collection, in a manner that will best benefit Montanans. Consider how to keep and eventually digitize non-digitized high-value (value defined by utility, not necessarily monetary value) portions of the federal documents collections.
<p><u>Reference and Interlibrary Loans</u></p>	
n)	Contract for reference and interlibrary loan services, in support of state agencies—providing state agency employees with more convenient access to specialized licensed database articles.
o)	Focus MSL's reference expertise on the materials in the MSL collection.

<u>Geographic Information</u>
p) Broaden the focus of MSL's Natural Resource Information System to provide natural resource-related information in a variety of formats, building linkages between textual sources and geographic datasets.
q) Improve the representation of biological data and information, maintained by the Natural Heritage Program, in MSL's collection.
r) Accurately document the distribution, status, and ecology of Montana's native species and habitats, emphasizing detailed documentation of those that are declining or at risk.
s) Participate in Montana's federated Geographic Information System (GIS) community by serving as Montana's Geographic Information Clearinghouse.
t) Acquire, catalog, and maintain for permanent access snapshots of the geospatial data layers comprising the Montana Spatial Data Infrastructure as well as other important statewide and regional geographic datasets.
u) Host MontanaView, an archive of publicly available, remotely-sensed images.
v) Serve as the steward for the Hydrography <sup>4</sup> and Orthoimagery <sup>5</sup> layers of the Montana Spatial Data Infrastructure.
<u>Montana Talking Book Library</u>
w) Maintain Montana Talking Book Library's audio cassette book collections produced by the National Library Service.

<sup>4</sup> Pertaining to surface water.

<sup>5</sup> Pertaining to an aerial photograph, corrected for distortions, showing mapped features correctly shaped and placed.

x) Acquire, catalog, record, preserve and distribute for all eligible Montana patrons a selection of Montana recreational, historical and general informational audio books and magazines, for adults and children at all grade levels in two Montana recording studios according to the governance of Montana.
y) Continue Montana Talking Book Library's Montana-specific recording program.
z) Continue to acquire, catalog, and distribute Montana Talking Book Library's Twin Vision Braille collection and its Descriptive Video collections.
aa) Improve Montana Talking Book Library's ground-breaking digital audio software recording program.
bb) Acquire, catalog, develop, preserve and distribute audio books, in current and emerging formats, for Montana Talking Book Library patrons.
<b>Goal Two—Access—Discussion</b>
2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
2.1. Improve the usability of MSL's Web sites and service to meet changing patron needs.
2.2. Improve Montanans' access to library materials (including discovery, request, and delivery), providing more materials to chose from, and making it self-service, more convenient, and increasingly efficient.

2.3.	Make reference and interlibrary loan services available to state agency employees.
2.4.	When MSL's collections provide answers to patrons' questions, or materials that patrons' need—provide reference, circulation and interlibrary loan services, supplying assistance and materials to patrons and to other libraries.
2.5.	Assist Montana libraries with 'fulfillment' <sup>6</sup> , that is, getting the right library content into patrons' hands quickly, efficiently, and at a price libraries can afford, regardless of whether the item is owned by the patron's local library.
2.6.	Publicize Montana State Library's services and resources within MSL partner and patron communities.
2.7.	Support Montanans' continued free access to the Internet provided through their local public libraries.
<b>Goal Two—Access—Strategic Initiatives</b>	
<u>Networked/Collaborative Access</u>	
a)	Provide the option of federated searching <sup>7</sup> for library patrons statewide. This includes text and GIS portal services, providing access to MSL's text and geospatial datasets. The entire MSL

<sup>6</sup> Fulfillment may include a variety of tools and processes, including but not limited to: acquisitions, courier services, shared collections or jointly purchased content, floating collections, collection development, reference, interlibrary loans, and et cetera, development, reference, interlibrary loans, and et cetera.<sup>6</sup>

<sup>7</sup> Federated search: "Federated Search is a search system that allows you to search for documents from multiple (partner) collections, instead of having to search each one separately. You benefit by performing one search and getting integrated results at once. These search engines can search not only library catalogs but also commercial abstracting and indexing databases, web search engines, and a variety of other databases, while often merging and de-duplicating (a.k.a. de-duping) results. Also known as *metasearch* or *parallel search*" [http://www.educause.edu/content.asp?page\\_id=645&PARENT\\_ID=694&bhcp=1](http://www.educause.edu/content.asp?page_id=645&PARENT_ID=694&bhcp=1) Staff discussions imagine a single search mechanism which accesses all three areas of the collection (or drills down to one collection by itself), as well being able to search external catalogs and online resources, using a single user interface and keyword (text) and/or geographic search terms.

## Montana State Library Strategic Plan 2006-2011

collection would become searchable with keyword, controlled vocabulary, and geographic search terms.
b) Implement GIS portal technology to catalog and provide access to geospatial datasets held at MSL. Provide an interface that allows users to publish metadata records, organize groups and provide access to geospatial data held at their organizations. Aim here
c) Work with partners to provide more convenient access to networked library content and resources, by offering statewide authentication <sup>8</sup> services, available to libraries and their patrons.
d) Continue to strengthen the Montana Shared Catalog <sup>9</sup> .
e) Continue to improve MLNCAT, Montana's union catalog, to include a larger percentage of Montana libraries' holdings, from more Montana libraries, providing patrons over the open Web with increasingly personalized self-service (machine-mediated) access to a growing variety of content.
<u>Natural Resources Information</u>
f) Improve access to Natural Heritage Program (NHP) data and information holdings through MSL discovery and access mechanisms.
g) Continue to provide value-added geographic-related products and services, such as the Montana Digital Atlas, which give non-GIS users access to geographic information about their state.
h) Implement an updated comprehensive mapping application to replace existing interfaces.

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<sup>8</sup> Authentication: "A process of proving the identity of a computer or computer user. For users, it generally involves a user name and password. Computers usually pass a code that identifies that they are part of a network." <http://www.cheap56k.com/glossary/Authentication.html>

<sup>9</sup> See also strategic initiative 4.c

## Montana State Library Strategic Plan 2006-2011

i) Implement an ongoing support program to train and inform public agency staff in effectively using NHP resources, services, and applications.
<u>MSL Traditional Library Services</u>
j) Evaluate the means by which MSL provides reference and interlibrary loan services to state agency employees. Adopt a plan which both improves services and lowers per transaction costs.
k) Close the reading-room and reference desk services in order to allow staff to focus on acquisitions, managing the print and digital collection and providing access to library materials over the Web.
l) Host web pages organized around particular topics related to MSL collections, with content provided by professional librarians and subject area experts.
<u>Montana Talking Book Library</u>
m) Match Montana Talking Book Library patron library needs with available collection resources.
n) Provide Montana Talking Book Library patrons with reference and resource materials in accessible formats.
o) Provide current and emerging machine formats for Montana Talking Book Library patrons.
p) Supply and maintain a Machine Lending Agency within Montana Talking Book Library for distribution for eligible Montana patrons of quality playback equipment and accessories.
q) Maintain the Montana Talking Book Library's high quality of service, by maintaining its databases for patrons, collections, cataloging, periodicals and equipment.
r) Maintain cassette machines and accessories for Montana Talking

## Montana State Library Strategic Plan 2006-2011

Book Library patrons.
s) Provide eligible Montana Talking Book Library patrons with direct access to services, including telephonic, electronic, public audio media and audio book distribution centers.
t) Secure additional avenues for eligible Talking Book Library patrons to access alternative services indirectly through public and regional libraries, retirement facilities, schools, et cetera.
u) Provide online WebOpac access to library collections and WebBraille access to electronic Braille collection.
v) Offer Montana Talking Book Library patrons electronic books on portable players through Consortium partnership.
w) Pursue outreach avenues to serve new Montana Talking Book Library patrons.
<b>Goal Three—Consultation and Leadership—Discussion</b>
3. MSL provides consultation and leadership to enable its patrons and partners to reach their goals.
3.1. Represent the interests of public libraries in appropriate legislative, community, regional, and national forums.
3.2. Advise Montana libraries regarding administrative concerns, such as funding, budgeting, policies, and personnel.
3.3. Train and assist partners, regarding their contribution of content to MSL's collection.
3.4. Provide patrons and partners with training and assistance regarding the use of MSL resources.
3.5. Establish and maintain a frequent level of contact with public librarians, public library trustees, and others in order to

## Montana State Library Strategic Plan 2006-2011

remain cognizant of their needs and the challenges they face.	
3.6.	Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.
3.7.	Provide leadership and agency support in identifying and addressing key information gaps and providing stewardship of Montana state publications, geospatial data, natural resource information and electronic datasets.
3.8.	Design, deliver, and evaluate training with client-learning as the Library's goal.
<b>Goal Three—Consultation and Leadership—Strategic Initiatives</b>	
<u>Library Development</u>	
a)	Provide leadership, training, and consulting assistance to Montana's public libraries, which directly contributes to their overall sustainability, improves their capacity to be self sustaining, and augments their ability to provide a high standard of library service.
b)	Promote the importance of quality local library services to county and city government leadership and provide consulting assistance to help them establish and sustain those services in their communities.
c)	Help Montana libraries identify and discuss critical issues, and then draft local policies which are both responsive to these issues and consistent with best library practices.
d)	Help Montana libraries identify appropriate levels of compensation for library staff.
e)	Identify appropriate federal, state, local, and other funding and

## Montana State Library Strategic Plan 2006-2011

resource opportunities and work in partnership with interested libraries to acquire them.
<b><u>Library Management</u></b>
f) Provide leadership, training, and assistance for building a mixed print and electronic collection of publications, maps, indexes, et cetera.
g) Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.
h) Provide leadership, training and assistance in the creation of metadata records.
<b><u>Montana Talking Book Library</u></b>
i) Work with public and other regional libraries, local, state and private sector entities to expand outreach education of Montana Talking Book Library services and inform them of the laws that govern these services.
j) Provide leadership, training and assistance in the appropriate management and use of all audio books and equipment in specialized formats for use by eligible Montana patrons according to State and Federal requirements.
k) Provide leadership, training and assistance in the proper maintenance and distribution of specialized formatted audio books and equipment to maximize use to eligible Montana patrons.
<b>Goal Four—Collaboration—Discussion</b>
4. MSL promotes partnerships and encourages collaboration among partners and patrons so that their information needs can be met.

## Montana State Library Strategic Plan 2006-2011

4.1.	Encourage and facilitate information-sharing partnerships among federal, tribal, state and local governments, businesses and citizens.
4.2.	Collaborate with state and federal agencies in order to improve access to public information.
4.3.	Make the Montana Library Network a thriving consortia of consortium, of which Montana libraries are a member.
4.4.	Encourage partnerships with public, private and non-profit organizations to help meet mutual goals.
4.5.	Provide a means by which patrons and partners may have convenient authenticated access to library content.
4.6.	Help partners develop collaborative relationships and cooperative projects with other state, regional, national, or international partners (libraries, schools, colleges, museums, archives, local and tribal governments, non-profit organizations, government agencies, the business community, et cetera).
4.7.	Help partners tell their story and market their content and services to their patrons and partners.
4.8.	Help libraries develop Web-accessible Montana-related digital content, and provide Montanans with access to digital collections and items relating to Montana's cultural heritage.
4.9.	Promote and promulgate library-related automation, data, and networking standards.
<b>Goal Four—Collaboration—Strategic Initiatives</b>	
<u>MSL Collections and Information</u>	

## Montana State Library Strategic Plan 2006-2011

a) Under partnership agreements, carry out specialized work for partners that make ongoing contributions to the library collection, in order to improve access to public information.
b) Discontinue hosting web sites for other state agencies, with the exception of web applications that rely upon GIS infrastructure unique to MSL.
c) Foster the development and growth of a vibrant Montana Shared Catalog.
d) Increasingly become a contributing member to the Montana Library Network consortium.
e) Coordinate and increase partner sharing and exchange of animal and plant observation data and ecological information through NHP.
f) Discontinue serving as a Geographic Information Systems service bureau or web-development shop for other agencies.
<b><u>Montana Talking Book Library</u></b>
g) Seek additional resource partnerships to offer a wider variety of formats to patrons, including the best suitable technology and training to its patrons, staff and volunteers. Strive to increase patron awareness of and access to additional resources and electronic reference sources in Montana that supplement its services, specifically public libraries and human service agencies that can be accessed by adaptive software.
h) Collaborate within the Montana State Library, state government, other regional and public libraries as well as community organizations, to raise the awareness of services and maximize resources to eligible TBL patrons.
i) Coordinate partnerships with public, private and non-profit

## Montana State Library Strategic Plan 2006-2011

<p>organizations that serve a common targeted population of blind, low vision, physically and reading handicapped patrons.</p>
<p>j) Maintain a current list of eligible Montana patrons of all free audio periodicals provided by the National Library Service, Montana Talking Book Library, other U.S. Regional Libraries for the Blind and Physically Handicapped.</p>
<p><b>Goal Five—Sustainable Success—Discussion</b></p>
<p>5. MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.</p>
<p>5.1. Achieve and maintain funding at a level commensurate with MSL's mission.</p>
<p>5.2. Sustain administrative resources sufficient to support mission-critical content and services.</p>
<p>5.3. Evaluate content and services against MSL's mission.</p>
<p>5.4. Meet the American Library Association standards for MTBL staffing as recommended by the National Library Service.</p>
<p>5.5. Use Federal Library Services and Technology Act moneys to support new MSL projects; and support ongoing projects using State funds.</p>
<p>5.6. Recruit and retain the staff resources necessary to meet the responsibilities of its statutes and mission.</p>
<p>5.7. Foster staff members' sense of accountability, value and satisfaction in their achievements and their contributions to MSL's mission.</p>
<p>5.8. Diversify MSL's staff knowledge, skills and abilities.</p>

## Montana State Library Strategic Plan 2006-2011

5.9. Develop the leadership and management skills of the workforce in anticipation of significant turnover at upper management levels in the next five years.
5.10. Market MSL content and services effectively.
5.11. Provide for an information technology (IT) infrastructure which insures industrial-strength capacity, throughput, and reliability.
5.12. Seek guidance from advisory groups and maintain or build feedback from other sources (focus groups, surveys, informal contacts, etc.)
<b>Goal Five—Sustainable Success—Strategic Initiatives</b>
<u>Funding</u>
a) Seek the necessary funding to support Montana State Library's mission.
<u>Personnel</u>
b) Fill appropriate open staff positions as quickly as possible, including necessary new positions.
c) Commit to a program for continuing staff improvement, by providing opportunities for quality, timely affordable training and continuing education.
d) Refine MSL's recruitment process to reach a sufficient variety of qualified applicants.
e) Routinely review MSL's pay matrix, identifying and addressing pay inequities, so that these can be corrected as funding becomes available.
f) Develop fair and usable pay components, within budget

## Montana State Library Strategic Plan 2006-2011

constraints under the broadband pay plan. Train managers to better understand and effectively use broadband.
<u>Other</u>
g) Maintain and use a strategic marketing plan.
h) Optimize the use of the Library's facility.
i) Establish a long-term institutional home, providing effective administration of the NHP and support for continued excellence, innovation, and diverse partnerships.
j) Continue MTBL's successful volunteer Program.

## GLOSSARY

Acquisitions—The process of selecting, ordering, and receiving materials for library or archival collections by purchase, exchange, or gift, which may include budgeting and negotiating with outside agencies, such as publishers, dealers, and vendors, to obtain resources to meet the needs of the institution's clientele in the most economical and expeditious manner. <http://lu.com/odlis/index.cfm>

Ask-a-Montana-Librarian—A project approximately twenty-five Montana libraries, cooperatively offering chat and e-mail reference services over the Web. The service uses (2006) a remote hosted application from OCLC called “QuestionPoint”.

Audio books—Books whose text is spoken by a narrator. Originally these books were on phonographic disks. Now cassette tapes have replaced phonographs. New digital technologies promise to replace cassettes sometime within the next decade. Each media requires a special player, for user convenience and to protect copyrights.

Authentication— A process of proving the identity of a computer or computer user. For users, it generally involves a user name and password. Computers usually pass a code that identifies that they are part of a network.  
<http://www.cheap56k.com/glossary/Authentication.html>

Cataloging—A comprehensive list of the books, periodicals, maps, and other materials in a given collection, arranged in systematic order to facilitate retrieval (usually alphabetically by author, title, and/or subject).

[http://lu.com/odlis/odlis\\_c.cfm](http://lu.com/odlis/odlis_c.cfm)

Courier—A person or service hired by a library to retrieve materials on request from an off-site storage facility or to transport materials from one library to another within a library system or consortium, as opposed to relying on the postal service or a commercial delivery service. [http://lu.com/odlis/odlis\\_c.cfm](http://lu.com/odlis/odlis_c.cfm)

Descriptive Video—...The equivalent of closed-captioning for the visually impaired.

It consists of an audio track that contains all the elements of the show plus, in between the lines of dialogue, a narration of the visual elements that appear on the screen... [http://gandh.ca/descript\\_video.html](http://gandh.ca/descript_video.html)

Federated searching-- Federated Search is a search system that allows you to search for documents from multiple (partner) collections, instead of having to search each one separately. You benefit by performing one search and getting integrated results at once. These search engines can search not only library catalogs but also commercial abstracting and indexing databases, web search engines, and a variety of other databases, while often merging and de-duplicating (a.k.a. de-duping) results. Also known as *metasearch* or *parallel search*"

[http://www.educause.edu/content.asp?page\\_id=645&PARENT\\_ID=694&bhcp=1](http://www.educause.edu/content.asp?page_id=645&PARENT_ID=694&bhcp=1)

Staff discussions imagine a single search mechanism which accesses all three areas of the collection (or drills down to one collection by itself), as well being able to search external catalogs and online resources, using a single user interface and keyword (text) and/or geographic search terms.

Fulfillment—Fulfillment may include a variety of tools and processes, including but not limited to: acquisitions, courier services, shared collections or jointly purchased content, floating collections, collection development, reference, interlibrary loans, and et cetera, development, reference, interlibrary loans, and et cetera.

## Montana State Library Strategic Plan 2006-2011

Geospatial— Geospatial data is information about the shape and location of objects on the Earth's surface which can be manipulated in desktop mapping or GIS programs. <http://www.ryerson.ca/madar/geospatial/whatis.html>

ILS—Integrated Library System, also, Library Management System. An integrated set of applications designed to perform the business and technical functions of a library, including acquisitions, cataloging, circulation, and the provision of public access... [http://lu.com/odlis/odlis\\_l.cfm#libms](http://lu.com/odlis/odlis_l.cfm#libms)

Index—An alphabetical list of some or all the significant words in a text. Also, a finding guide to the literature of a specific field or discipline. [Significantly shortened and paraphrased from [http://lu.com/odlis/odlis\\_i.cfm](http://lu.com/odlis/odlis_i.cfm)]

Indexing—The process of by hand, or by using indexing computer software, creating an index from a body of text.

Interlibrary loan—Verb: The process of one library borrowing or lending an item from another. Noun: The item borrowed or leant by one library to another.

Library automation standards—Library standards enable libraries to interoperate. Standards include application standards, data standards, data communications standards, and interoperability standards.

Machine-mediated—Computers exchanging information with other computers, in a structured fashion, managing processes (such as interlibrary loans) without the aid of human intervention.

## Montana State Library Strategic Plan 2006-2011

Metadata—Literally, "data about data." A traditional library catalog record is metadata about the book it describes. Although AACR2/MARC cataloging is formally metadata, the term is generally used in the library community for nontraditional [cataloging] schemes such as the Dublin Core Metadata Element Set, the VRA Core Categories, and the Encoded Archival Description (EAD). Metadata has been categorized as descriptive, structural, and administrative.

[http://lu.com/odlis/odlis\\_m.cfm](http://lu.com/odlis/odlis_m.cfm)

MLNCAT.org—Montana's union catalog, that is, a list of most the books owned by a growing number (300+) Montana libraries, with links to local online catalogs, and resource sharing functions such as OCLC's interlibrary loan system.

Montana Library Network—A consortia of Montana library consortium. A program of the Montana State Library, begun in 1999 by the MSL Networking Task Force advisory group, and the MSL Commission

Montana Shared Catalog—A shared online catalog and circulation system, hosted by MSL, with 70+ member libraries (of all types) statewide.

Online Catalog—A library catalog consisting of a collection of bibliographic records in machine-readable format, maintained on a dedicated computer that provides uninterrupted interactive access via terminals or workstations in direct, continuous communication with the central computer. [http://lu.com/odlis/odlis\\_o.cfm](http://lu.com/odlis/odlis_o.cfm)

Online (or cooperative) reference—Reference services requested and provided over the Internet, usually via e-mail, instant messaging ("chat"), or Web-based submission forms, usually answered by librarians in the reference department of a library, sometimes by the participants in a collaborative reference system serving more than one institution. [http://lu.com/odlis/odlis\\_d.cfm#digitalref](http://lu.com/odlis/odlis_d.cfm#digitalref)

OPAC—Online Public Access Catalog. Also known as, an online catalog.

Reference service, library—All the functions performed by a trained librarian employed in the reference section of a library to meet the information needs of patrons... [http://lu.com/odlis/odlis\\_r.cfm#refservices](http://lu.com/odlis/odlis_r.cfm#refservices)

Shared catalog—An online catalog (and circulation system) used by more than one library. Montana boasts several, including: The Hi-Line Catalog, the OMNI Catalog, the Montana Public Access Catalog (at UM), and the Montana Shared Catalog.

Twin Vision Braille— Twin vision print/Braille books are picture books at the preschool through primary grade level. The original standard print edition of the picture book, complete with pictures, is rebound with brailled text pages inserted between the print pages. The brailled pages are translucent...

<http://www.sos.mo.gov/wolfner/publications/manual/chap06.asp>

Union Catalog— A list of the holdings of all the libraries in a library system, or of all or a portion of the collections of a group of independent libraries, indicating by name and/or location symbol which libraries own at least one copy of each item... [http://lu.com/odlis/odlis\\_u.cfm](http://lu.com/odlis/odlis_u.cfm)

## Montana State Library Strategic Plan 2006-2011

WebBraille— Web-Braille is an Internet, web-based service that provides, in an electronic format, many braille books, some music scores, and all braille magazines produced by the National Library Service for the Blind and Physically Handicapped (NLS). The service also includes a growing collection of titles transcribed locally for cooperating network libraries. The Web-Braille site is password-protected, and all files are in an electronic form of contracted braille, requiring the use of special equipment for access.

<http://www.loc.gov/nls/reference/factsheets/webbraille.html>

WebOpac—Web-based online public access catalog.

Z39.50— A client-server NISO standard allowing disparate online library systems to exchange information about library materials.

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